



Audubon Community Nature Center

The connection begins with you.

Annual Report

October 1, 2021 –
September 30, 2022



Audubon Community Nature Center

2021 – 2022 Annual Report

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Volunteer Chairs

<i>Eagle Caretaker</i>	Thom Armella
<i>Fundraising and Development</i>	Linnea Haskin Brittany Wilcox
<i>Garden Committee</i>	Janet Forbes
<i>IDEA Committee</i>	Willow Fodor
<i>Land Use Management</i>	Jane Conroe Dave Burlee
<i>Mailing Committee</i>	Leah Bullock
<i>Membership</i>	Sandy Fletcher Linda Trostle
<i>Publicity</i>	Pat Bringer



Board Officers

<i>Board Chair</i>	Brittany Wilcox
<i>Vice Chair, Strategic Planning</i>	Andrew Harrington
<i>Vice Chair, Development</i>	Linnea Haskin
<i>Treasurer</i>	Greg Lyle
<i>Secretary</i>	Willow Fodor

Board of Directors (Non-officers)

Louise Boutwell, Tina Downey (starting January 2022),
Beth Hall, Laurie Korb, Netta Lindell, Tim Piotrowski,
Tim Smeal (through December 2021), Piper VanOrd

Nature Center Staff

<i>Executive Director</i>	Leigh Rovegno
<i>Administrative Assistant and</i>	Tina Preston
<i>Volunteer Coordinator</i>	(through June 2022) Emily Nelson (starting June 2022)
<i>Public Engagement Specialist</i>	Jeff Tome
<i>Building and Grounds Manager</i>	Terry LeBaron
<i>Gift Shop and Reception Manager</i>	Joanne Miller
<i>Receptionist</i>	Claire Certo
<i>Education Coordinator</i>	Sarah Hatfield
<i>Senior Nature Educator</i>	Katie Finch
<i>Nature Educator</i>	Chelsea Jandreau Emma Roth (starting December 2022)
<i>Designer and Education Assistant</i>	Kim Turner
<i>Education Interns</i>	Grace Anderson Sydney Brown Ash Deharder Caleb Roller
<i>Invasive Species Management Assistants</i>	Ray Carlson Serina Harris

An Introduction to ACNC

Mission

Audubon Community Nature Center (ACNC) builds and nurtures connections between people and nature by providing positive outdoor experiences, opportunities to learn about and understand the natural world, and knowledge to act in environmentally responsible ways.

Vision

Audubon Community Nature Center envisions a future where every child within our community has a real and healthy connection to nature.

Message from the Executive Director

Audubon Community Nature Center's 2021 – 2022 fiscal year (October 1 through September 30) was the first year that felt 'back to normal' since the start of the COVID-19 pandemic in March 2020.

Audubon educators were back in classrooms, and all of our annual events returned back to a normal level of attendance and functionality. It feels good to be back!

Per usual, the year was filled with both celebrations and challenges. We welcomed two new birds of prey after a multi-year planning process to construct the Pamela A. Westrom Wildlife Habitat. Cricket and Soren have been featured in a variety of programs since their arrival, and they are already making their way into program participant's hearts.

However, these birds will never replace Liberty, Audubon's 20-year resident Bald Eagle and her legacy, but they will surely build upon it. The loss of Liberty affected the Audubon community deeply, and we will never forget what an impact she had on us all.

One thing remains true — Audubon continues to evolve and adapt to better serve the community because that is why we exist. We exist because of you — the trail walkers, bird watchers, tree huggers, and overall nature lovers.

Thank you for continuing to believe in the work that we do, and for making it all possible.



Leigh J. Rovegno
Executive Director



Top: Kim Turner and Sarah Hatfield welcoming Soren, the Red-tailed Hawk, into her aviary upon her arrival.
Below: Cricket, the American Kestrel.



Welcoming Soren and Cricket

Audubon strives to nurture the connections between people and nature in better ways every year. This year, inspired by the non-releasable Bald Eagle Liberty's impact for twenty years, Audubon welcomed two new birds of prey. These newest animal ambassadors are both Liberty's legacy and a tribute to the power that animals have over the hearts of humans. Audubon wanted to make sure that the spark Liberty created in an entire generation would burn for generations to come.

Audubon staff began the planning years ago, but it became tangible with the arrival of Liberty's first neighbor ambassador. Cricket, the American Kestrel, arrived in February 2022. North America's smallest falcon, he has done onsite and offsite programs, visited with visitors and donors, and stolen the hearts of many as he finds his wings in the education department.

Soren, the Red-tailed Hawk, moved into her new aviary in August. Her favorite perch is near the trail, showing off her rusty tail to visitors. Both birds are trained to work on glove. This allows staff to handle them more easily for vet visits, expands the types of programming Audubon can offer, and gives visitors an even richer up-close experience.

It is almost as if Liberty knew that her legacy was rich and powerful, and had strong, new wings to carry on her work. Audubon will welcome more ambassadors in the coming years, animals who will spark wonder in the hearts of those that visit, and we all owe a debt of gratitude to Liberty, the one who launched us all into this new era.





Top: Excited visitors observe Liberty in her aviary.
Below: Liberty, the Bald Eagle.

Liberty the Bald Eagle: Inspiring the Community for Over Twenty Years

This year marked the end of an era. Liberty, the non-releasable Bald Eagle, arrived at Audubon in 2002. She quickly became a part of the community, and a favorite for all visitors. She graced our presence for 20 years, and during that time, she had many caretakers who ensured her well-being.

Liberty will be missed terribly. She was a local legend, and an inspiration to us all. When she arrived in Audubon's care, Bald Eagles were listed on the endangered species list. Since then, their numbers have made an incredible recovery thanks to tireless efforts made by people who stood up for birds to ensure their protection. That effort still continues as many other bird species face serious environmental challenges such as habitat loss and climate change.

Acquiring and housing a Bald Eagle was no easy feat. It was only made possible through the dedication and determination of many staff and volunteers starting in 2000 all the way through October of 2022.

A debt of gratitude is owed to the individuals listed who made it possible for Liberty to make her home at Audubon for 20 years.

Volunteer Supported from Beginning to End

It takes a village to care for the Animal Ambassadors at Audubon. From the start, volunteers dedicated their time and talents to construct a home for Liberty. Caring for a warm-blooded animal introduced the task of daily care, which at the time, was fully handled by volunteers.

Board Members

1998 Board Members approved the Bald Eagle project and initial funding.

Lawrence Anderson
 Willard Cass
 Vivian Garcia Conover
 Sheila Eaglesome
 Joseph Fairbank
 Robert Gloor
 Laura Gronquist
 Edmund Harvey
 William Hill
 Ronald Kohl
 Carol Lorenc
 Wanda Lucariello
 Dick Miga
 James Murphy
 William Reed
 Dr. William Selleen
 John Shedd
 Milton Shelgren
 Dixon Stevens
 Robert Ungerer
 Robert Van Every
 Bud Wigley

Essential Staff

Ruth Lundin — President
 Don Carlson — Maintenance
 Laura Hayes — Eagle Acquisition



Ivan Wood, Larry Brown, Dixon Stevens, Hugh Wood, Don Magai, Bob Woodard, and Don Carlson cut the ribbon for the eagle enclosure.

Eagle Enclosure Construction Volunteers (1998 – 2001)

Denny Anderson
 Larry Brown
 Ron Johnson
 Don Magai
 Dixon Stevens
 Ed Thomas
 John Whittaker
 Hugh Wood
 Ivan Wood
 Bob Woodard

Eagle Care Volunteers (2002 – 2022)

Thom Armella
 Anne Beebe
 Ryan Exline
 Dean and Elaine Frentz
 Kelly Joslyn
 Jim Kolenda
 Laurie Korb
 Dave Lange
 Judy Long
 Linda O'Brien
 Art and Sally Patchen
 Debbie Pring
 Ada Ramsey
 Carol Samuelson
 Dr. William Seleen
 Chip Spiesman
 Ed Thomas

Education

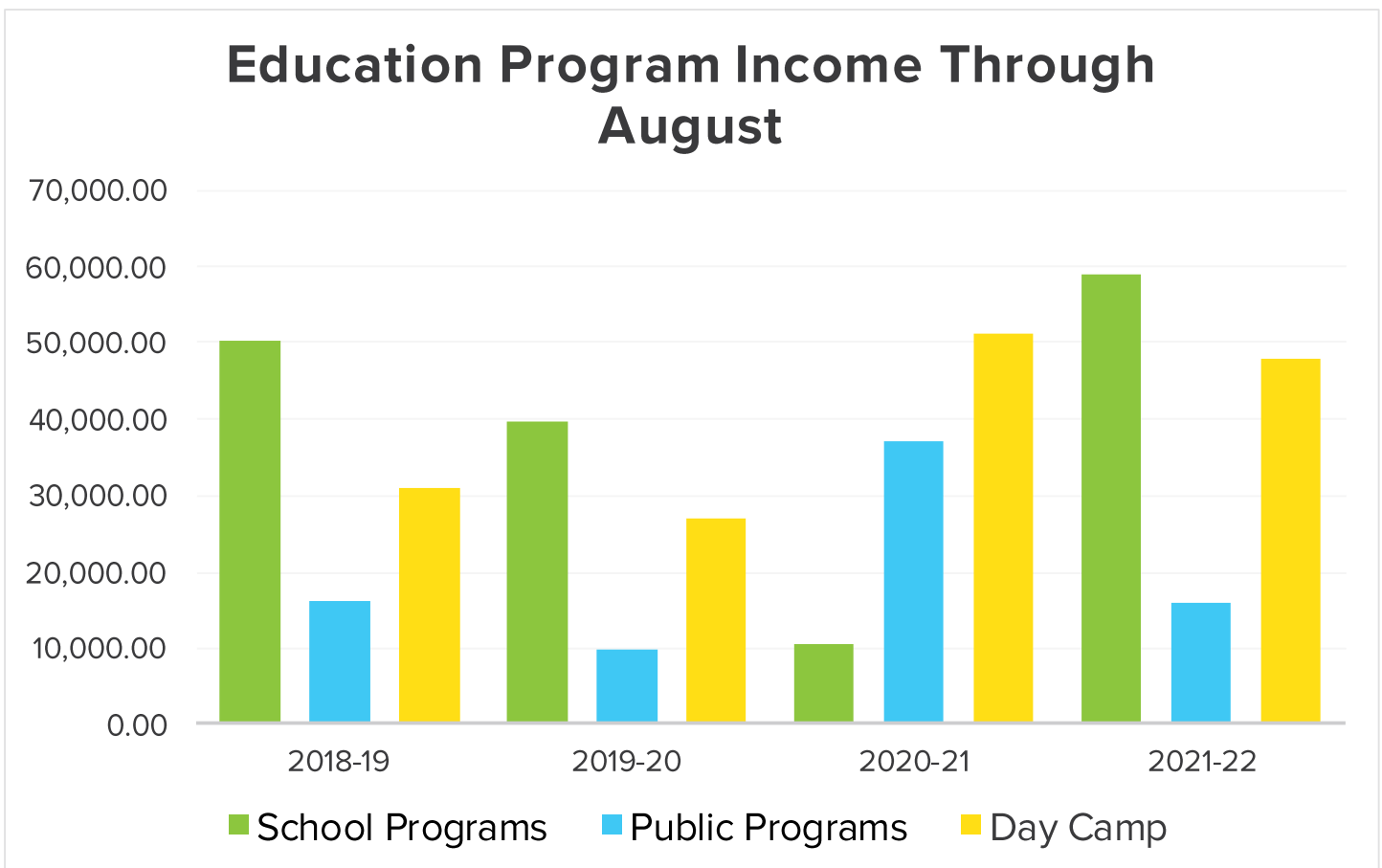
Audubon is known throughout the community for its high-quality, nature-based educational programs. Over the past four years, Audubon educators have had to get creative in order to continue delivering programs despite limitations caused by the COVID-19 pandemic.



Audubon has also made a significant effort to rework its organizational chart and staff responsibilities to build capacity for additional programming. With the introduction of the Public Engagement Specialist position in October of 2021, many non-educational responsibilities were removed from Audubon’s education department, allowing for more time to be spent on programs.

The chart below shows the shift in focus (from classroom programs to day camps and onsite public programs) during the height of the COVID-19 pandemic.

It also shows an increase of just over \$25,000 to program income in post-COVID (2021 – 2022) from pre-COVID levels (2018 – 2019).



Summer Day Camp is one of ACNC's most successful programs.



School Programs

2021 – 2022 School programs returned to normal without any COVID-19 restrictions to scheduling. Audubon educators delivered a total of **1,105 school programs** which included virtual, in-person classroom visits, and field trips to the Nature Center.

Schools: Beaty-Warren Middle, Bush Elementary, Chautauqua Lake Central, Clymer Central, Eisenhower Elementary, Falconer Middle, Fenner Elementary, Fletcher Elementary, Fredonia Elementary, R. H. Jackson (Frewsburg), Gail N. Chapman (Randolph), Jamestown Public Schools UPK locations, Lincoln Elementary, Love Elementary, Panama Central, Ring Elementary, Sheffield Elementary, Sherman Central, Sinclairville Elementary, Southwestern Elementary, St. Joseph's Catholic, Temple Elementary, Warren Area Elementary Center, Westfield Central, Youngsville Elementary Middle.

Day Camp

The 2022 Summer Day Camp season was a great success (with fewer mosquito bites than 2021)! Over the eight weeks, Audubon hosted **241 campers** who participated in **32 Camps**.

“Audubon’s garden volunteers are so excited to explain and help campers try different foods. They often give campers veggies from the garden to try at snack time. One day in particular, I brought my campers over to the composting bins to meet the volunteer who was turning the compost. To my surprise, every camper asked to take a turn turning the compost. Excited to help, the campers lined up. Seeing the campers so eager to help the environment tells me that what we do as educators is so impactful. This moment along with many others at Audubon I experienced while following its mission affirmed my decision to pursue a career path in Environmental Education. Following this path allows me to inspire others to protect the environment.”



• Sydney Brown, 2022 Education Summer Intern •



Longtime buildings and grounds volunteer, Ed Yager, retired this year. Ed volunteered over 11,000 hours of time throughout his years at Audubon.

Volunteers

In 2021 – 2022, 256 volunteers contributed 8,840 hours of service. Thirty of those volunteers are a part of the Retired Senior Volunteer Program (RSVP). According to The Non Profit Leadership Center each hour of volunteer work is valued at \$29.95/hour. **That is a total value of \$264,758 of donated time for 2021 – 2022 alone.** This was still less than a pre-COVID pandemic year when more than 300 volunteers contributed over 11,000 hours assisting ACNC with delivering its mission each year.

Audubon's volunteer program stands out. Many individuals commit to a lifetime of service including 100 to 11,000 hours of service over the years.



Volunteers help with a wide range of tasks, from one time opportunities to weekly commitments. Each hour of donated time helps ACNC succeed.

Summary of Lifetime Volunteer Service Hours

Audubon's volunteers are the organization's most treasured resource. Since 2007, more than **600 individuals** have contributed **140,165 hours** of service. Before that, volunteer hours were not yet recorded, but they certainly still counted!

Summary of Lifetime Service hours

(based on hours accumulated through September 2022)



Financial Sustainability

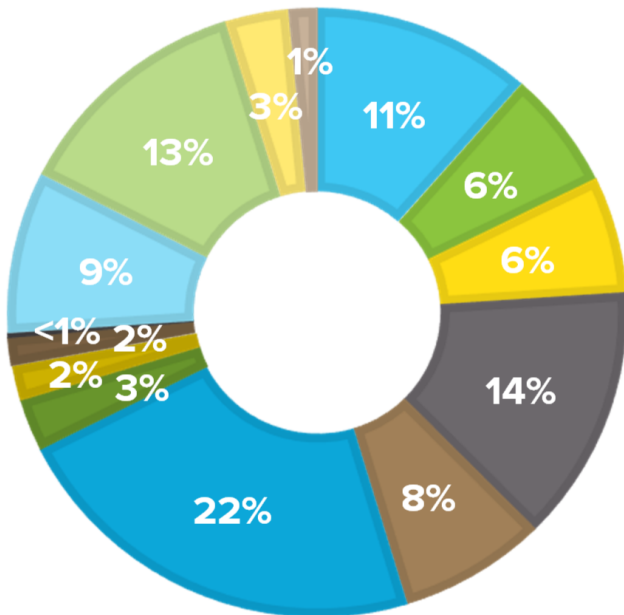
Audubon is unique in that no more than 22% of its total operating income comes from any one source. **Program and admission income represents the highest percentage of total operating income.** Audubon recognizes that for a non-profit to maintain financial sustainability it must develop new ways to generate income that fit within its mission.

In 2021 – 2022 Audubon took its annual distribution of \$81,290 from its endowment to help cover its operating expenses. The endowment distribution was not taken in the prior two fiscal years due to the receipt of the PPP loans during the COVID-19 pandemic which have since been fully forgiven.

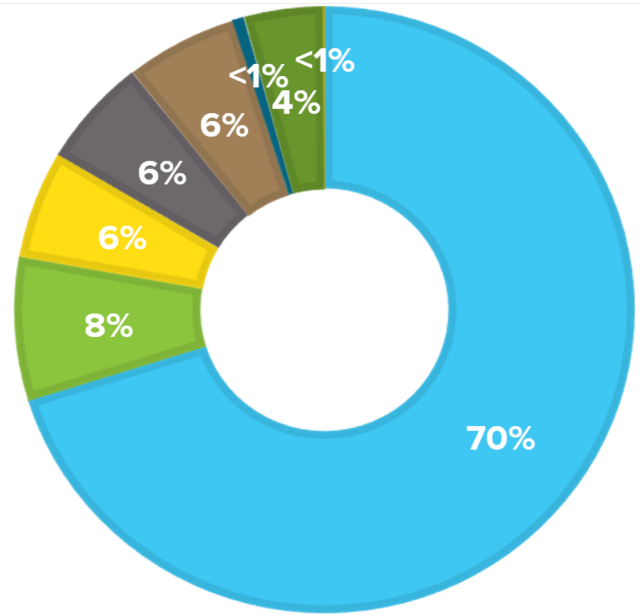
70% of Audubon’s annual expenses include staff salaries and benefits. Over the past four years, Audubon has worked to adjust its salary ranges based on increased job responsibilities and the increase of New York state minimum wage.

The operating income and expense summaries below are taken from Audubon’s pre-audited financial statements and do not include Audubon’s full financial portfolio. To view ACNC’s 2021 - 2022 fully audited financial statements please visit auduboncnc.org/archives

Income



Expense



- Foundation Grants 11%
- State Grants 6%
- Capital Grants 6%
- Investment Distributions 14%
- Membership 8%
- Programs and Admission 22%
- Gift Shop Sales (net of COGS) 2%
- Birdseed Sales (net) 3%
- Gifts and Donations 2%
- Grants - Other <1%
- Fundraisers and Events 9%
- Individual Contributions 13%
- Sponsorships 3%
- Other Income 1%

- Staff Salaries and Benefits 70%
- Administration and Insurance 8%
- Building 6%
- Education Materials 6%
- Grounds 6%
- Membership, Marketing, Volunteers <1%
- Fundraisers and Special Events 4%
- Other <1%

Grants

- Capacity Lab
- Carnahan Jackson Foundation
- Chautauqua Region Community Foundation
- Cummins Engine Plant
- Jessie Smith Darrah Fund
- Holmberg Foundation
- Hultquist Foundation
- Lenna Foundation
- New York State Parks, Recreation, and Historic Preservation
- Ralph C. Sheldon Foundation
- United Arts Appeal of Chautauqua County

Business Sponsors: \$100 – \$750

Business Sponsors support ACNC's annual events including Enchanted Forest, Monarch Festival, and more.

- Allegheny Outfitters
- Ahlstrom Schaffer
- Arthur R. Gren Co. Inc.
- Ashville General Store
- Buffamante Whipple Buttafaro P.C.
- Courier Capital
- Eagle Systems Inc.
- Ekey's Florist and Greenhouse
- Forecon Inc.
- FSC Communications
- Kinetic by Windstream
- Kwik Fill/United Refining
- Jamestown Container Companies
- Jamestown Kitchen and Bath
- Kings' Heating and Sheet Metal
- Lakewood Apothecary
- Lind Funeral Home
- Orkin Pest Control
- Saxton Kocur and Associates
- Shults Auto Group
- Wegmans

Community Partners: \$2,000+

Audubon Community Partners include foundations, businesses, and individuals who make a contribution of \$2,000 or more in a year. The following list is in addition to the participating foundations listed above.

- Bush Furniture, a Brand of eSolutions Furniture
- Bob Frucella's Tax Service
- David Campbell
- Hal and Mary Conarro
- Univera Healthcare
- Curt and Susie Westrom
- Weinberg Financial Group
- Whirley Drinkworks!

Memorials

In 2021 – 2022, **52 donors** contributed a total of **\$3,770** to Audubon Community Nature Center in memory of their loved ones.

Ann Beebe

Larry and Betty Brown
Jon Morgan
Mary Jane Whaley

Rick Berg

C.V. Bush Elementary School Faculty
and Staff

Diane Bourne

Larry Bourne

Eula Boylan

The Toby Leddy Family

Michael D. Brake

Janette Coleson

Beth Brunelle

Aimee Brunelle

Kurt E. Coleson

Janette Coleson

MaryAnn “Molly” Collins

Diane Atcheson
Rebecca Hess
Kim and Jim Joy
Patricia LaMancuso
Betty Munella
Patricia Smith

Jimmy Davis

Hal Brong

Concetta Ferrino

Antoinette Ferrino

Jeannie Griffin

David and Margaret Nelson

Jack Hanson

Barbara and David Chall

Stephan Erickson, Author of the Great Healing

Mark and Karen Davis

Bill Hill Jr.

Ruth Lundin and Paul Hedberg

Rod Hudson

Eric Nelson

Alexandra “Alex” Johnson

Douglas and Laurie Bedient

Katherine “Kat” Johnson

Virginia Inglesby

Brad Lown

Sam and Christine Prinzi

John M. Lundin

George S. Lundin

Irene Lynch

John and Mary-Grace Brustrom
Philip Cammarata
Joan M. Marcello
Julie A. Nelson

Barbara Case, Monarch Mama

Elaine Crossley

Zoe Anne Moller

Laurie Dell
Friends and Co-workers at Warren
County School District Central Office

Rod Nelson

David and Margaret Nelson

Alison Wells Ney

Lillian V. Ney

Art Patchen

Ro Woodard

Nona Riley

Leah Bullock

Carol A. Sandberg

Jim and Dodie Erickson
Shirley and Clair Fletcher
Sandra Kindberg
Carol J. Sorg

Betty Stewart

Parinella Family

Robert Taylor

Garrett Taylor

Kirk Vanstrom

Don and Mary Lou Garfield
David and Patricia Howard
Beverly and Robert McGraw
J. Paul Okerlund
Helen A. Peterson
Pat and John Poignard
Ed and Rhonda Thompson Family
Linda and Robert Walrod
Ken Williams

Rick Webster

Eileen Carlson

Robert O. Woodard

Ro Woodard

Susie Zahm

Pierre and Judy Chagnon



Individuals are honored and memorialized throughout the trails with bench plaques purchased by loved ones.

Honorariums

In 2021 – 2022, **19 donors** contributed a total of **\$1,240** to Audubon Community Nature Center in honor of their loved ones.

ACNC Amazing Volunteers

Tina and Rhys Preston

Ana and Don Anderson

From your family

Amy Anderson

Kristen Rodgers

Reg and Louise Boutwell

Jay and Kathie Balentine

Connie Lockwood

Ann Luce

Marilyn Erickson

John and Jane Bentley

John Hardenburg

Jay and Maria Hardenburg

Sarah Hatfield

Evan Kirchhoff

Ruth Lundin and Paul Hedberg

Anonymous

Jeff and Katie's Wedding

George W. and Mary Ann Finch

Russ and Lisa Lawrence — Merry Christmas!

Tom and Julie Lescynski

Penny Lester

Mark and Pat Evans

Liberty

Linda O'Brien

Sally Patchen

Ro Woodard

John Piotrowski

Tim Piotrowski

Dorothy and Suzanne Regis

Catharine Regis-Green

Daniel and Susan Wahlgren's

50th Wedding Anniversary

Cal and Sharon Cederquist

Top Right: Charlie Milliman was the recipient of this year's Ryan Exline Memorial Scholarship, funded by the 2022 Birdathon.

Middle Right: New interpretive signs for the deer enclosures were created and installed with funding from grants.

Bottom Right: Multiple one-day camps run throughout the year, including Holiday Camp in December.



Annual Fund Drive: Individual Donors \$100+

In 2021 – 2022, **327 individuals** contributed a total of **\$55,544.21** to Audubon Community Nature Center.

\$1000+

Anonymous
 Dave Anderson
 Reg and Louise Boutwell
 David and Marty Carnahan
 Bill and Sue Chandler
 Hal and Mary Conarro
 Charles F. Conaway
 Delores S. Erickson
 Jenny Sheaffer and Joseph Jankowski
 Bob Sokolski
 Peter Stark
 Jeanne E. Wiebenga

Gary and Penny Lester
 Linda Lombardi
 Judy B. Luensman in honor of John and Nancy Luensman
 Scott and Jennifer McMaster Lumia
 Becky and Steve Mystrom
 Jill O'Brien
 Betty Jean Otander
 Jocelyn
 Jean Prechter
 Lynette R. Rexford
 Charles and Nancy Sinatra
 Craig D. Thompson
 Dennis and Linda Trostle
 Rose Van Volkenburg
 Phyllis Wright

William Johnson - In Memory of Mary Johnson
 John and Rhonda Lamancuso
 Lind Funeral Home
 Judith Lundin
 Mike and Barb Lyons
 Stephen and Bonnie Maggio
 Joan M. Marcello
 Frances P. Marchiando
 Jerry Mathewson
 Michael McEntire
 Darrell McKee
 Lenny Meissner - In Memory of Janet Meissner
 Heather Joy Morrison
 P. Michael and Karen Nielsen
 Linda O'Brien
 Frank and Liz Petiprin - In Memory of Andrew Kibbler In Honor of Thomas Erlandson
 Barbara Prentiss
 Jon and Karen Putnam
 Freda and J.R. Pyles
 Randolph Lions Club
 Donald Rexford
 Dave and Hallie Rigg
 Barbara Sheldon
 Dixie and Rocky Siegel
 Richard Slater
 Becky and Lee Spear
 Priscilla Spencer
 Judith M. Stevens
 Dave and Cate Stimson
 Lewis A. Stockhausen
 Mel and Mary Swanson
 Paul and Becky Swanson
 Marjorie and David Switala
 John Taylor
 Carter and Mary Ann Town - In honor of Jennifer Schlick
 Lissa and Sherwood Vandewark
 Jean and Robert Walker
 Richard and Mary Lee Walters
 Don and Beth Watts
 Curt and Susie Westrom
 John Willisie
 Dona and Carolyn Worley
 William and Judy Young
 Dan and Jennifer Zabala
 Diana Zubrzycki

\$500 – 999

Renate Bob
 Dianne and Peter Brown
 Jane and Doug Conroe
 Paul and Beth Higby
 Michael Hill and Peter Kornis
 Ann D. Luce
 Madeline Miles
 Thomas Mooney
 Olivia Sechriest
 Bod Ungerer

\$100 – 199

Anonymous
 Nancy Allen
 Shauna and Dan Anderson
 Dennis Anderson - In Honor of Eagles
 Rose Anderson
 Ruth Antosh - In memory of John Antosh
 Wendy and Bill Bale
 Kathleen and Robert Barber
 Barbara Berry
 Jim and Mary Berry
 Bonnie Bowen
 Janet S. Boyle
 Dale and Elizabeth Buonocore
 Sharron L. Burak
 Bill and Diana Burbank
 Ann Carlson
 Carol Christense
 Anthony and Linda Conte
 Dave Cooney
 Bob and Barb Crowley
 Tina and Ray Downey
 Keith and Jean Fairbank
 Priscilla Fairbank
 Melvin L. Feather
 Melvin Feather
 Thomas Firth and Karen Greto
 Edward and Joanne Freeman
 Robert and Camille Guinnane
 Diana Hatfield
 Marty and Pat Idzik
 Kim E. Jaggi
 Joe and Jan Johnson

\$200 – 499

Chase and Mary Putnam
 Dave and Sharon Albrecht
 Larrie and Norma Anderson
 Todd and Linda Anderson
 Larry and JoAnne Brickley
 Janet Forbes and Alan Brown
 Patricia Brown
 Native Roots - Ron Cook and Greg Danielson
 Karen Dennerlein
 Bruce and Joan Erickson
 Mary and Tom Erlandson
 Pat and Mark Evans
 Matthew Fanton
 Theodore and Deborah First
 Katherine Frank - In memory of Jack Frank
 Ross and Gloria Gardner
 Nadia Geleil, MD
 Betty Glatz
 Doreen Gould
 Mary Anne Harp
 Susan H. Hedberg
 Jamestown Garden Club
 Bob Klebacha
 Nancy Lahnen

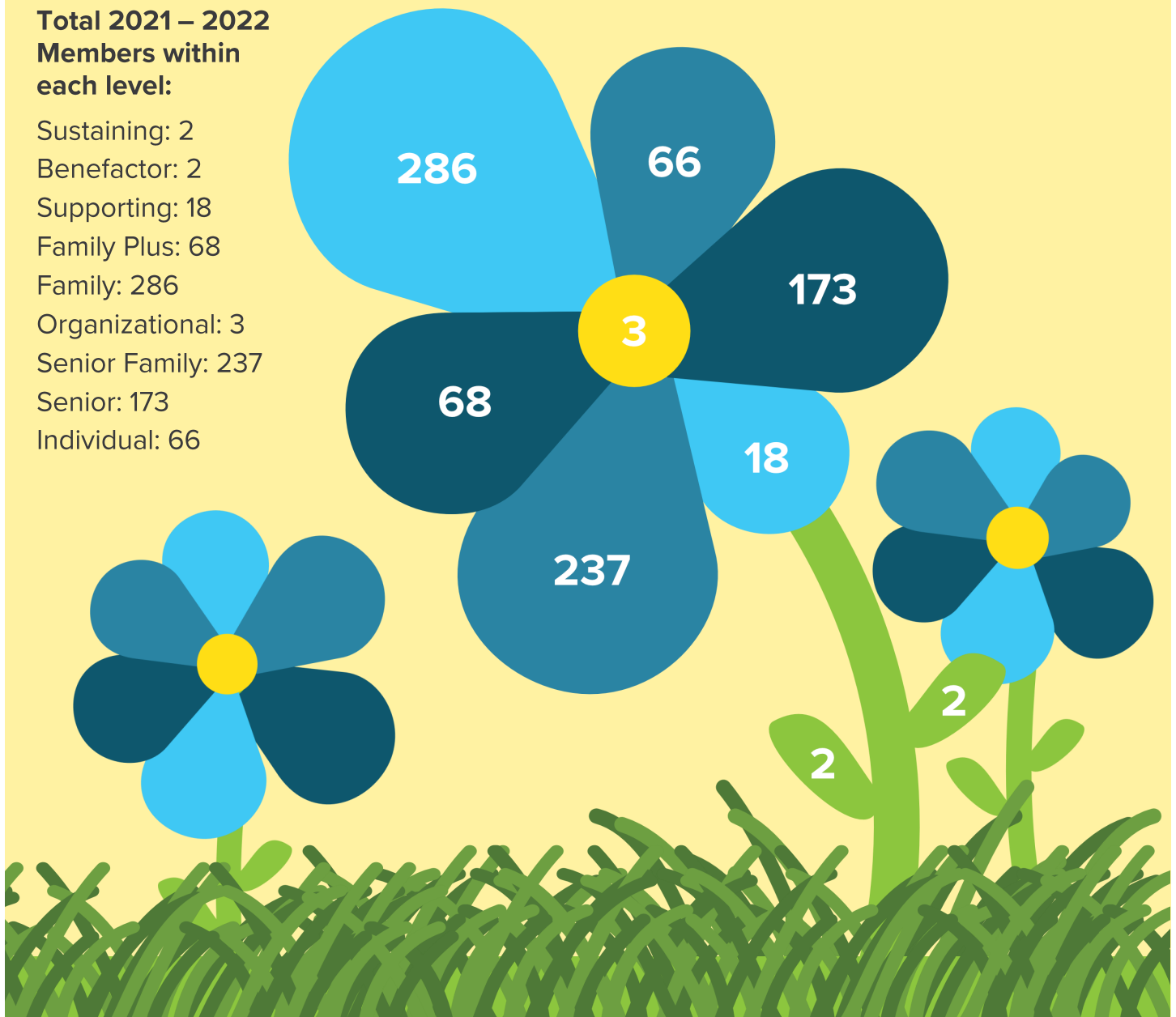
Membership

Nature Center Members provide annual support through their financial contributions. Dedicated members established the roots of this incredible organization in 1957. Since then, Audubon has bloomed into a vibrant community. Audubon welcomed a total of **853 Nature Center Member households** in 2021 – 2022.

Audubon’s Family levels (both senior and standard) represent a significant portion of the total membership which is made up of primarily New York (74%) and Pennsylvania (23%) residents.

Total 2021 – 2022 Members within each level:

- Sustaining: 2
- Benefactor: 2
- Supporting: 18
- Family Plus: 68
- Family: 286
- Organizational: 3
- Senior Family: 237
- Senior: 173
- Individual: 66



That's a Wrap!

Audubon wrapped up its 2019 – 2022 strategic plan in November of 2022. The plan included a total of 30 tactics (specific tasks) associated with 5 overarching goals.

Of the 30 tactics:

- 15 were fully completed
- 8 were 80% to 99% complete
- 3 were 33% to 67% complete
- 4 were eliminated or moved to the next strategic plan

Considering that during this strategic plan there was also a world-wide pandemic happening, this is quite the success! Audubon's staff worked hard to achieve its strategic plan goals despite the many adaptations it had to make to day-to-day activities due to COVID-19.

What's next?

Audubon recently drafted and approved a new three-year strategic plan that includes another six goals to provide guidance for the staff and board.

2022 – 2025 Strategic Plan Goals

Goal 1: Upgrade aging infrastructure and equipment to ensure overall efficiency and reduce conflict of use. A few of the priorities under this goal include:

- Upgrades to the A-frame and Urban Pavilion (inside and outside)
- Parking lot redesign and repaving
- Additional equipment for Audubon's buildings and grounds team

Goal 2: Improve the accessibility and design of the main building and immediate grounds to provide a more inclusive and welcoming visitor experience. A few of the priorities under this goal include:

- Identify community partners and/or resources to help perform an "accessibility audit" to help identify top priorities for improving access to the main building and immediate grounds
- Improvements to existing Universal (paved) trail
- Main entrance and lobby redesign

Goal 3: Maintain and improve financial sustainability. A few of the priorities under this goal include:

- Perform annual assessment of programs, fundraisers, and events to assess financial viability
- Promote expanded Animal Advocates and Habitat Heroes donor programs
- Perform overall assessment of financial policies and procedures to identify areas of weakness

Goal 4: Develop and implement strategies to retain the knowledge, skill sets, and human assets of Audubon. A few of the priorities under this goal include:

- Develop ‘key’ volunteer replacement strategy
- Formalize board onboarding and development process
- Hire and train staff, and provide professional development opportunities that support the ‘ideal organizational chart’

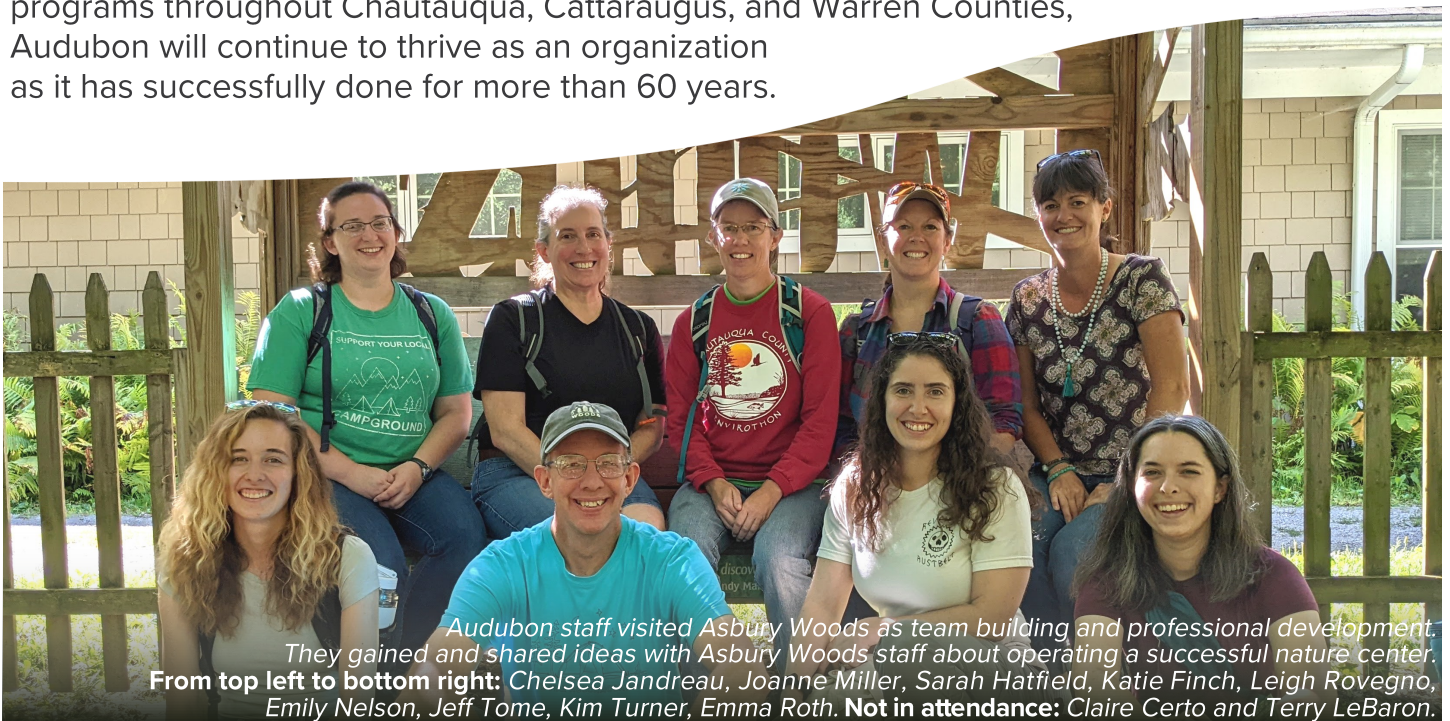
Goal 5: Expand and strengthen existing programs and resources to improve the overall visitor experience. A few of the priorities under this goal include:

- Expand existing live animal programs and interpretation
- Review and modify all written materials to encourage inclusivity
- Implement an exhibits master plan

Goal 6: Increase internal efficiency through the coordination of plans to increase staff effectiveness. A few of the priorities under this goal include:

- Improve staff, board, and volunteer recruitment and training processes
- Update the education master plan to support the strategic plan
- Incorporate Audubon’s IDEA commitments throughout the organization

Through these initiatives, in addition to delivering high-quality, nature-based educational programs throughout Chautauqua, Cattaraugus, and Warren Counties, Audubon will continue to thrive as an organization as it has successfully done for more than 60 years.



Audubon staff visited Asbury Woods as team building and professional development. They gained and shared ideas with Asbury Woods staff about operating a successful nature center. **From top left to bottom right:** Chelsea Jandreau, Joanne Miller, Sarah Hatfield, Katie Finch, Leigh Rovegno, Emily Nelson, Jeff Tome, Kim Turner, Emma Roth. **Not in attendance:** Claire Certo and Terry LeBaron.

Thank you for supporting
Audubon Community Nature Center.

The connection begins with you.



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